

Organizational Behaviour through Human Resource Management and Performance During and Post-Pandemic COVID-19

S Valia¹, D S Soegoto²

¹Departement of Master Management, Universitas Komputer Indonesia, Indonesia

²Departement of Master Management, Universitas Komputer Indonesia, Indonesia

Email : sheLvira.75222004@mahasiswa.unikom.ac.id

Abstract : March 2, 2020, was the first time that positive cases of COVID-19 were detected in Indonesia. From then on COVID-19 cases continued to increase, therefore on April 17, 2020, the Government officially issued a PSBB (Large-Scale Social Restrictions) policy for the Education and industrial sectors which caused schools to carry out online learning and many industries were threatened with going out of business. This also certainly has an impact on the process of social interaction, organization, human resource management, and worker performance. Therefore, this research has the objective of identifying the differences in organizational methods and employee performance during the COVID-19 pandemic and post-pandemic. The research method used in this research is descriptive qualitative and literature study by collecting data from employees of various industries to be used as a comparison and using several sources such as online media, social media, and books. The outcome of this research will be used as a step to improve organizational methods, performance improvement, and employee proficiencies in the post-COVID-19 pandemic era as it is today. The aim of this study is to analyze the difference in organizational behavior and performance in companies and institutions during the pandemic and post-pandemic COVID 19, which at that time a large number of workers totally made changes to the way they worked and communicated. The method used to collect data in this research is descriptive qualitative, by conducting interviews with 10 resources from several sectors or institutions. The results found that bank officers are not suitable to work online because it can affect the company's revenue. Meanwhile, police officer and medical representatives are doing work as normal but the quantity of services are restricted and for the IT consultant employees, entrepreneurs, and businessman, the work can be done online or offline. While conducting the interviews, some interviewees suggested ideas to improve the method of organization, improve performance and achieve optimal outcomes for the work or services they provide, such as getting more familiar with the hybrid work system, arranging sharing sessions between divisions, providing activities outside of work designed for refreshing and tightening relationships with co-workers. During and post-pandemic conditions, it can be concluded that employees who previously had problems doing their jobs and communicating with co-workers and clients, started to improve their performance, organizational and communication skills to get back to normal. Through this research, it is expected that we all can overcome the effects of the pandemic that cause decreased productivity, restricted social interactions and other negative outcomes. May this research be able to help the people around us to improve things that were postponed or interrupted during the pandemic.

Keyword : Organizational Behavior, Human Resource Management, Performance, Pandemic COVID-19, Post Pandemic COVID-19

1. Introduction

All of our encounters at work are interpersonal, whether with coworkers inside or with clients, customers or others outside the company. When the pandemic first threatened Indonesia, based on government regulation number 21 of 2020 enforcing PSBB (Large-Scale Social Restrictions) and based on the minister of home affairs's mandate number 1 of 2021 ordering the implementation of PPKM (Community Activities Restrictions Enforcement) to decrease daily activities and encourage us to do our own activities at home, also known as work from home (WFH). The COVID-19 pandemic has progressively altered how things are done and how groups are organized. From the introduction of Large-Scale Social Restrictions and the Community Activities Restrictions Enforcement. Human resource performance and organizational behavior in a number of sectors and institutions are undoubtedly impacted by all this. It's indeed better to first recognize that performance and organizational behavior are before going further into the research. The definition of performance, usually known as employee performance, occurs then. Performance is the combination of both quantity and quality of work that an employee delivers while carrying out his or her responsibilities in accordance with the tasks assigned to them [1]. An explanation of organizational behavior is described below. Several sectors can benefit from applying the research on organizational behavior to achieve the best results. The behavior of people working for an organization is referred to as organizational behavior. Organizations are, in fact, more likely to succeed if their members are tenacious [2]. There are Four different types of models in Organizational Behavior. We will describe them as follows [3].

1. Autocratic

The management must have the authority to order the employees to do a given task in the autocratic model. The employee has a duty to obey/follow directions because management deems it to be best. Employees that experience this psychological effect become dependent on their employer. It does provide outcomes, but typically just fair results. Its huge human cost is its primary flaw.

2. Custodial

His approach focuses on enhancing worker security and pleasure. Employees' demands for security and wellbeing are met by the organizations. This is why it is called the caretaker model. Employee dependency on the organization rather than the boss results from this concept. Employees are pleased and happy as a consequence of financial rewards and advantages, but they lack significant motivation.

3. Supportive

The supporting approach relies less on strength or wealth and more on "leadership." Management creates an environment via leadership that encourages workers to develop and achieve in the organization's best interests. This approach makes the supposition that given the opportunity, people will accept accountability, grow a desire to contribute, and improve. In contrast to the custodial strategy, where management's primary focus is on sustaining employee benefit payments, this approach places more emphasis on "supporting" employee work performance. The psychological effect of management supporting people in their job is a sense of engagement and task involvement in the organization.

4. Collegial

Collegial refers to a group of people working together toward a shared goal. It's a team-based idea. The coach who develops a better squad is management. The management is viewed as a partner rather than a superior. To this scenario, the employee will respond responsibly. Self-discipline is the psychological outcome of the collegial method for the employee. Employees often experience some level of contentment, useful contribution, and

self-actualization in this type of organization. Self-actualization will produce modest performance excitement.



Figure 1 Four Models of Organizational Behavior

Source : (https://www.linkedin.com/pulse/what-kind-organization-you-running-4-models-behavior-tania-sarkar/?trk=pulse-article_more-articles_related-content-card)

During the pandemic COVID-19, the routine of workers from various industries and institutions slowly transformed, which previously began work from 8 a.m. to 5 p.m., after the implementation of PSBB (Large-Scale Social Restrictions), the WFH work system began for certain fields, such as information technology and education, while for service fields, such as public service offices, banks, and shops, restrictions on the number of customers and customers allowed to enter the service area were applied. This policy affects the way people communicate and organize. This can be analyzed and used as a comparison to improve how a person communicates and organizes. The latest research focuses on a variety of sectors and institutions. The following industries or institutions are examined by this study: banking, law enforcement, healthcare, IT consultants, business owners, and traders. We used a few references from research on organizational behavior to verify the hypothesis behind the conducted research. The first source is organizational behavior research conducted in the police office, the research results of which indicate that there are different versions in employee needs managed to bring on by a variety of factors, specifically by a variety of units, and that employees do not all fairly recognize their environments as a result of unequal levels of education and work experience [4]. The second source gathered information based on organizational behavior research conducted in the educational environment, the findings according to which core on students' self-efficacy, or their capability to evaluate their own proficiencies and potential to accomplish a task, their optimism in the face of challenges, and hope that their goals can be realized [5]. The third source discusses about organizational behavior within the information technology industry, the consequences of which impact both internal and external businesses. Inside, the concept of work has changed from a task that needs to be completed in an office to a task that may be completed anywhere. Employee teamwork is essential to enhancing business operations. Regarding the outside, there are three different forms of digitalization, including those that prioritize ties, human resources, and activity relationships [6]. The fourth information source is from the hospitality industry, and so it indicates that no matter what position each person is doing, they are the key to the efficient operation of the facility [7]. The final source comes from the financial sector, and its findings demonstrate how risk management functions as a connection among organizational performance and factors such organizational behavior and intellectual assets [8]. The current study obviously

aims to add to and improve our understanding of organizational behavior across a variety of industries based on the five sources of earlier research.

An analysis of human resource management related to a person's performance and its connection to the way the person is organized in the place where he works will be carried out in this research. As an outcome, the definition of human resource management and its relationship to human resource management must be recognized. Human resources, according to Bohlarander and Snell, is the study of how to empower employees in the company, create jobs, work organizations, develop employees with the ability, identify an approach to developing employee performance, and reward them for their efforts in completing work [9]. The definition for performance continues to follow. Performance, according to Rismawati and Mattalata, is a condition that must be known and confirmed to certain parties in order to determine the level of achievement of an agency's results in relation to the vision carried out by a company or company and to determine the positive and negative impacts of an operational policy [10]. Analyzing employee performance, skill, and behavior in a workplace organization can be accomplished by studying the field of organizational behavior. This study aims to examine the organizational behavior of various industries and institutions both during and after the COVID-19 epidemic. In this study, a qualitative method with a descriptive approach was employed to gather data. Data was gathered from 10 resource people from different industries and institutions, and it will be compared to other data in order to improve organizational behavior and human resource performance.

It is hoped that this research will provide solutions for individuals, businesses, and institutions to rebuild communication and the proper organizational structure to develop human resources, specifically in Indonesia.

2. Methods

This research adopted a qualitative methodology with a descriptive approach. Qualitative descriptive methods are defined as methodologies that describe existing phenomena, both environmental and man-made, with a focus on characteristics, quality, interrelationships, and interactions between activities. Consequently, descriptive research does not provide treatment, manipulation, or change in the variables studied, but instead describes a condition in its current state. The only treatment is the research, which is conducted through observation, interviews, and documentation [11].

3. Results and Discussion

This study interviewed 10 people from various fields of work to compare work situations during and post pandemic COVID-19. The following is a data description based on the interview results.

Table 1. Interview Data Description

No	Field of Work	Differences Work Situation Between	
		During Pandemic COVID-19	Post-Pandemic COVID-19
1.	Software Engineer	<ol style="list-style-type: none"> Bonding among coworkers who regularly meet every day but already rarely mee Dilemma in monitoring productivity Working hours become more flexible, with no restrictions 	<ol style="list-style-type: none"> Start to return to normal circumstances and begin working in the office Can start developing ideas that were stymied during COVID-19 Can build a bond with colleagues, especially new members

Differences Work Situation Between			
No	Field of Work	During Pandemic COVID-19	Post-Pandemic COVID-19
2.	Accountant	<ol style="list-style-type: none"> 1. When there is an online coordination meeting with other divisions, it feels ineffective. 2. Being frustrated because you always work from home 	<ol style="list-style-type: none"> 1. A sense that productivity is progressively increasing as a result of division colleagues' support 2. There are still WFH options so you can adjust to the situations
3.	Banker	<ol style="list-style-type: none"> 1. Not all transactions can be accomplished in the office; some must be conducted online, but online transactions have many limitations that occur sales to decline. 	<ol style="list-style-type: none"> 1. More customer transactions, which is a positive idea for business.
4.	Police Officer	<ol style="list-style-type: none"> 1. The 5Ms (wearing a mask, washing hands, keeping distance, avoiding crowds, and restricting mobility) are strictly enforced in the workplace. 2. The amount of services available at Department of Motor Vehicle (DMV) has been restricted, and some must now be completed online. 	<ol style="list-style-type: none"> 1. Health protocols still exist in place, although they are not as strict as they were during the pandemic. 2. Can communicate and coordinate well between units for services at Department of Motor Vehicle (DMV) to operate normally as before the pandemic (can accommodate a large group of people) and can also be done online to make it easier.
5.	Medical Representative	<ol style="list-style-type: none"> 1. Due to PPKM, appointments with doctors or hospitals are restricted. 2. The process of supplying medicines and medical equipment has been hampered and slowed. 	<ol style="list-style-type: none"> 1. Health protocols are already lax 2. Product presentations can be managed to hold with a great amount of participants - Medicine and medical device sales have increased
6.	Teacher	<ol style="list-style-type: none"> 1. Teaching and learning are obstructed slightly as they have to be conducted online; frequently, when teaching activities are 	<ol style="list-style-type: none"> 1. Preparing to start teaching and learning activities at school

Differences Work Situation Between			
No	Field of Work	During Pandemic COVID-19	Post-Pandemic COVID-19
		<ul style="list-style-type: none"> conducted, the internet is unstable. 2. Difficulties in assigning homework to students 3. Struggles in the presentation of learning material 	<ul style="list-style-type: none"> 2. Excited to meet students and share knowledge in person
7.	Businessman	<ul style="list-style-type: none"> 1. Sales are definitely reduced from daily, monthly, and annual targets 2. transactions are carried out online, and in an emergency, an e-commerce account must also be created to increase sales 3. and strategies must be developed to avoid employee layoffs. 	<ul style="list-style-type: none"> 1. Start selling at the store throughout normal business hours (10:00-18:00) 2. More stock and updated products 3. Glad to meet and serve customers directly 4. Revenue is starting to stabilize, and employees can restart normal activities as before the pandemic.
8.	System Analyst	<ul style="list-style-type: none"> 1. Communication between teams and divisions is disrupted, and there is sometimes miscommunication. 2. When working on tasks, it is difficult to ask for help 	<ul style="list-style-type: none"> 1. Does have capacity to share stories with coworkers or divisions. 2. Willing to explore new technologies or methods of analysis
9.	Project Manager	<ul style="list-style-type: none"> 1. The struggle to communicate problems to the team one at a time, making coordination difficult 2. Unaware of the issues that each team member has 3. Unable to support when team members have difficulties when accomplishing tasks 	<ul style="list-style-type: none"> 1. Since the hybrid work system was adopted, team coordination has gradually improved. 2. Able to communicate with team members directly and learn about their issues
10.	Tour Guide	<ul style="list-style-type: none"> 1. The number of tourist has significantly decreased from before the pandemic. 2. When large-scale social restriction and the community activities 	<ul style="list-style-type: none"> 1. The tourism industry is gradually increasing, and the number of tourist is growing.

Differences Work Situation Between			
No	Field of Work	During Pandemic COVID-19	Post-Pandemic COVID-19
		restrictions enforcement are in operation, alternate job opportunities should be established	2. Delightful to meet both domestic and foreign tourists 3. Prepared to discover new locations with potential for tourism.

Based on the interview data in table 1, it is possible to conclude that several companies or institutions are still struggling to rebuild performance, organizational behavior, and habits from the pandemic to the present in the post-pandemic or new normal era.

4. Conclusion

Based on the research, it is possible to concluded that some fields of work could indeed carry out activities entirely online, while others are already familiar to a hybrid mode of operation, particularly regarding working online and offline. As a result, it is hoped that decision makers or leaders will begin to reorganize human resources whose working methods have been forced to change as a result of the COVID-19 pandemic, by utilizing organizational behavior scientific knowledge, which can help improve performance, skill, communication, and organization.

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